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March 23, 1993

Messrs: R. C. Farmer
R. F. Kane
B. G. Norman, Jr.
J. P. Renahan, Jr.
P. E. Schmidt
M. A. Young

SUBJECT: SALES RESOURCES / MILITARY SALES MANAGERS' HEADCOUNT

Gentlemen:

The attached document shows RJRT Military Sales Managers' headcount and annual military volume versus competition. Six managers were added in 1992, bringing the total to fifteen positions nationally.

It appears these positions, responsible for 64% of the volume, made a significant contribution that has brought our volume in this category to acceptable levels. Several competitors' military sales forces are larger than RJRT's. Likewise, these forces appear to have had a positive impact on their volume. Where competitors have reduced headcount, volume is at to declining.

Therefore, it is recommended that RJRT's current Military Sales Managers' headcount be maintained. I would appreciate your thoughts as to whether we should add, subtract, or remain the same as far as Military Manager headcount.

Please let me have your recommendation by Monday, April 12, 1993. Thank you for your input.

Sincerely,

A handwritten signature in cursive script, appearing to read "Mike".

M. R. Jacques
/dmm
enc:

cc: E. M. McAtee

J-4

"We work for smokers."

MILITARY SALES MANAGERS HEADCOUNT AND VOLUME

RJRT versus COMPETITION

	<u>1989</u>		<u>1990</u>		<u>1991</u>		<u>1992</u>		<u>1993</u>
	<u>Headcount</u>	<u>Volume</u>	<u>Headcount</u>	<u>Volume</u>	<u>Headcount</u>	<u>Volume</u>	<u>Headcount</u>	<u>Volume</u>	<u>Headcount</u>
RJR	12	4.234	12	4.357	9	4.265	15	4.750	15
PM	35	4.957	35	5.370	35	5.820	27	5.832	27
B&W	27	1.900	27	2.062	28	2.497	28	2.573	28
ATC	17	1.421	17	1.468	17	1.455	19	1.550	19
P.L.	8	.738	8	.725	6	.698	6	.735	6
L&M	16	1.749	16	1.862	16	2.057	5	1.798	5

Cigarettes in Billions